

U.S DEPARTMENT OF COMMERCE  
OFFICE OF HUMAN RESOURCES MANAGEMENT



FY 2005-2009  
STRATEGIC PLAN

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## INTRODUCTION

The Department of Commerce's historic mission to enhance economic opportunity for the American people continues to evolve to meet the ever-changing demands of the global economy. To address the challenges that lie ahead, we realize the need for effective and efficient management of human capital. This will require strong leadership, plans, and policies that enhance our ability to acquire and retain a diverse, highly skilled workforce, as well as results-focused initiatives that exemplify pay for performance concepts. These elements, combined, will propel the Department towards organizational excellence.

The Office of Human Resources Management's (OHRM) strategic plan, by design, does not emphasize more effective accomplishment of routine, recurring day-to-day work. It instead emphasizes corporate advancements and improvements over the next several years, the need for many having been identified during the course of the OHRM transformation effort that was initiated in February 2004. The OHRM strategic plan provides a clear explanation of its goals and their objectives, and details initiatives that will be undertaken in order to achieve the goals.

As is common to strategic planning, the strategic goals and their supporting objectives and activities are mutually reinforcing. For example, in the context of the OHRM strategic plan, the strategic goal "to cultivate an environment that encourages and empowers all Departmental human resources employees to become leaders and innovators in the human resources community" is in concert with the strategic goal "to support the Department of Commerce mission and take a leadership role in implementing government reforms." Exceptionally skilled human resources professionals are best prepared to execute essential new practices. In the context of the Department's strategic plan, the OHRM plan is congruous and compatible with the strategic initiatives of other Departmental entities. Thus, as one reads this plan, it should be noted that although listed activities are specifically associated with one primary goal, they may have a positive and measurable impact upon accomplishment of other strategic goals as well.

As this plan is being written, the United States is engaged in a war against terror, largely resulting from the events of September 11, 2001. This is a preeminent national priority that has, and may continue, to change the direction of agencies' missions and the availability of resources of all types. In light of this, the activities and associated timetables contained in the Appendix are subject to change due to unforeseen influences. Therefore, the plan will be adjusted as necessary, on a fiscal year basis, to accommodate the redirection of work impacted by changed Departmental and/or bureau requirements, funding levels, emerging needs and Governmental and national priorities.

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## **OHRM MISSION**

To develop and manage value-added human resources policies and programs, and provide expert consultation, services and solutions in an efficient and customer-focused manner.

## **OHRM VISION**

To contribute to the achievement of the Department of Commerce's organizational and management excellence by becoming a preeminent government leader in the management and development of human resources.

## **OHRM VALUES**

- Superior Customer Service
- A Commitment to Excellence
- Personal and Organizational Accountability

### **DEPARTMENTAL MANAGEMENT INTEGRATION GOAL: Achieve Organizational and Management Excellence**

The Department of Commerce's Management Integration Goal, as noted in the Department's strategic plan, is "in line with the driving trend toward more effective management in both public and private settings." Specifically, the objective of the goal is to achieve organizational and management excellence. The Department provides policy direction, oversight and administrative services to bureaus within Commerce; bureau management work with Departmental management to ensure that administrative functions, such as execution of human resources responsibilities, are met. OHRM supports and embraces its role to achieve success in administrative functions, to enable the bureaus to maximize the effectiveness and efficiency with which programmatic activities are carried out and service is provided to the American public.

Within the aforementioned transformation effort, by examining every internal process and function, and validating, refining or reengineering each, OHRM has realized significant gains in productivity, efficiency, customer satisfaction, and employee morale. While improvements have been made, we consider this an iterative process. In support of the management integration goal, OHRM will continue to strive to refine and improve the way it does business, to enable bureaus to more effectively fulfill administrative requirements supporting mission critical activities, and to better serve the Department, its employees, and by extension, the public-at-large.

## **OHRM STRATEGIC GOALS**

Over the next five years, OHRM will focus on the following Strategic Goals to support the Department of Commerce in achieving its targets of organizational and management excellence and the promotion of innovation, entrepreneurship, competitiveness, and stewardship:

- **Uphold the Department of Commerce mission and take a leadership role in implementing government reforms**
- **Implement and support human resources policies and practices that create a positive workforce culture and establish the Department of Commerce as an employer of choice**
- **Cultivate an environment that encourages and empowers all departmental human resources employees to become leaders and innovators in the human resources community**

The Appendix to this plan goes further to provide projected milestones to accomplish each goal. It outlines the key activities and products that will be accomplished during each fiscal year from FY 2005 through FY 2009 that contribute to the fulfillment of the goals.

## **STRATEGIC GOALS**

**GOAL: Uphold the Department of Commerce mission and take a leadership role in implementing government reforms.**

Effective leadership at all levels is critical to achieving Commerce's mission and strategic goals. The Office of Human Resources Management's (OHRM) role is to advise on and provide support for the management of human capital. Over the next five years, OHRM will deliver exceptional service that will support the achievement of Commerce's corporate vision and goals. OHRM will aim for true organizational excellence as we continue to implement a comprehensive vision for improving the economic growth of the nation.

### **Goal Definition:**

- Achieve Commerce's strategic goals and objectives;
- Establish a clear vision for change and accountability for results;
- Manage people, programs, and resources effectively;
- Promote competencies in leadership, project management and analytical capabilities in all areas.

### **Supporting Objectives:**

- Establish a strategic human capital planning process aligned with performance and the budget planning process, to ensure that OHRM activities are aligned with the Department's Strategic Plan and that OHRM plays a key role in achieving the Departmental mission;
- Identify and implement the most effective and efficient staffing levels, skill mix, and compensation practices in support of the agency mission for each line of business;
- Pursue all available means for improving efficiency, quality, and timeliness in delivery of government products and services.

### **Measures:**

- Bureau feedback concerning the value and quality of corporate human resources activities and issuances.
- President's Management Agenda Balanced Scorecard Measures.

**GOAL:            Implement and support human resources policies and practices that create a positive workforce culture and establish the Department of Commerce as an employer of choice.**

Attracting and retaining a world-class workforce by leveraging technology to expedite and optimize the hiring process, and developing and refining effective recruitment, retention, and succession plans, are important elements to becoming an employer of choice. Equally important is developing short- and long-term strategies and targeted investments in people to create a quality workplace designed to attract, acquire, and retain quality talent, which includes using flexible compensation strategies to attract and retain quality employees who possess mission-critical competencies.

As the Department moves toward becoming an employer of choice, OHRM is developing and providing work/life flexibilities, safe facilities, services, and programs to make the agency an attractive place to work. As it establishes these services and programs, it is also critical to ensure that mechanisms are in place for tracking and evaluating employees' use of, and satisfaction with, these and other human capital programs.

**Goal Definition:**

- Employees with the required skill sets are in place, and talent is continually in the pipeline to ensure that existing and future mission requirements are satisfied;
- Current and potential employees perceive the Department of Commerce as a desirable employer;
- Supervisors and managers have identified and are cognizant of skills gaps in the workforce, and fully utilize available human resources flexibilities to recruit, align, and retain the necessary talent to meet the Department's goals and objectives.

**Supporting Objectives:**

- Identify, through a systematic process, mission-critical occupations and competencies needed in the current and future workforce, and develop and use strategies to close the gaps;
- Attract and retain a world-class workforce by leveraging technology to expedite and optimize the hiring process, by developing and refining effective recruitment, retention, and succession plans;
- Develop and promote work/life flexibilities, safe facilities, services, and programs to make the Department an attractive and desirable place to work;
- Establish mechanisms for tracking and evaluating human capital approaches in relation to the Department's ability to attract and retain quality talent.

**Measures:**

- Job satisfaction survey feedback.
- Quantity of, and workforce and customer satisfaction with, programs implemented or expanded based on new authorities and flexibilities.

**GOAL: Cultivate an environment that encourages and empowers all departmental human resources employees to become leaders and innovators in the human resources community.**

As a learning organization, OHRM is constantly improving our business practices and procedures through teamwork and a desire for excellence. Innovation keeps OHRM focused and looking for improvements that are a source of value for its customers. OHRM honors tradition, but will not let it be an impediment to change and is flexible to change processes and behaviors to improve customer service.

OHRM's leaders are committed to making significant investments in employee training and development. They value professionalism and quality and encourage employees to actively seek professional and personal growth and certification to meet the highest standards of quality performance.

OHRM will develop policies that ensure full deployment of the Department's on-line training application for maximum utilization in support of attaining human resources workforce development milestones.

OHRM will establish and maintain functional partnerships with external and internal HR practitioners to jointly promote programs, policies and procedures. These partnerships will also provide a forum to address employee concerns and promote the accomplishment of the Department's mission, goals, and objectives through consistency of focus and message.

**Goal Definition:**

- Practice continuous process improvement to ensure utilization of latest industry best practices;
- Support continuing education for Departmental human resources professionals;
- Leverage fully the resources of the on-line training application;
- Create strategic partnerships to ensure continuous sharing of ideas and consistency of mission.

**Supporting Objectives:**

- Invest in the human resources workforce to ensure we have the knowledge-based skills and tools to succeed;
- Establish strategic partnerships both within and outside of the Department to ensure consistency of purpose, eliminate redundancies, and share ideas, techniques, and best practices;
- Continually explore human resources best practices;
- Implement a long-range strategy to sustain our human resources workforce.



**Measures:**

- Analysis and comparison of customer satisfaction data before and after the implementation of HR Professional Development programs.
- Percentage of completion of identified individual development activities, as documented in employee plans.

# **APPENDIX A**

## **Five-Year Overview of Strategic Initiatives**

**GOAL: Uphold the Department of Commerce mission and take a leadership role in implementing government reforms.**

**FY 2005 PROJECTED MILESTONES**

- Deploy, pilot and test Organizational Performance Metrics system (Balanced Scorecard, Surveys, Alignment with Labor Force) to OHRM, then Office of the Secretary (O/S), then Department-wide.
- Develop and implement plans and processes to effectively collect and analyze our performance metrics, in order to ensure OHRM's accountability for its results
- Administer the Federal Human Capital Survey, analyze its results, and implement programs to address any findings/issues.
- In keeping with the goals and initiatives provided in the Departmental and Office of the Secretary Strategic Information Technology Plans, develop OHRM Information Technology (IT) Architecture and utilize best practices for planning, implementing, and managing OHRM information technology.
  - Analyze existing database management systems, and develop plans for reducing/eliminating redundancies.
  - Implement functional Service Level Agreement with the Office of Computer Services, Springfield, to effectively establish mutual expectations and accurately measure quality and timeliness of service.
  - Develop system documentation in compliance with IT Architecture requirements, and user documentation to facilitate greater ease of use by customers, partners, and HR professionals.
  - Develop and maintain all required security planning documents to ensure that all systems are in full compliance with the Federal Information Security Management Act (FISMA).
- Implement and deploy new replacement automated hiring system for COOL Department-wide to increase quality of new hires and improve satisfaction among applicants, managers, and HR professionals.
- Configure and implement OHRM's Balanced Scorecard.
- The SES recruiting process will be streamlined. This will allow the resources devoted to SES recruitment activities to be redeployed from accomplishment of the administrative aspects of executive recruitment to the value-added functions, such as providing applicant advisory services, Executive Core Qualifications analysis and feedback, etc., and expedite executives' entry on duty.
- To support implementation of a pay-for-performance system for Senior Executive Service (SES) employees that makes meaningful distinctions based on relative performance, thereby strengthening the link between performance and pay, OHRM will formalize the design of its senior performance management system, request its certification by OPM, and update Executive Personnel Policy Manual to document new requirements.
- In support of the effort to shift the focus of service delivery from process to results, the Health Unit Contract will be changed to a performance-based contract.

**FY 2006 PROJECTED MILESTONES**

- Complete final implementation of the Electronic Official Personnel Folder component of the Electronic Human Resources Information system (EHRI) – (to be completed by FY 2007).
- Meet or exceed all of the Safety, Health, Return to Employment (SHARE), targets, which is a White House initiative.

**IN PROGRESS AND ONGOING (FY 2005 – FY 2009)**

- To ensure the Department's continuing ability to serve the American public through effective, efficient, and resourceful mission accomplishment, address the ongoing and projected succession needs for leadership positions and help the bureaus in succession planning for mission critical occupations.
- In addition to meeting the annual Federal Equal Opportunity Recruitment Plan (FEORP) requirement, the plan will be provided to Departmental leadership to heighten their awareness of, and progress in, meeting the goal of achieving diversity to the benefit of the Department.
- To advance the concepts of results over process and pay for performance, administer the Demonstration Project Implementation.
- Unify all bureaus and operating unit safety and health staff to common goals to ensure consistent and leveraged approaches to achieving the goals.

**GOAL: Implement and support human resources policies and practices that create a positive workforce culture and establish the Department of Commerce as an employer of choice.**

**FY 2005 PROJECTED MILESTONES**

- Develop a career counseling function within OHRM to ensure that competency development efforts are responsive to the Department's mission requirements and are harmonious with employees' personal professional goals.
- To enhance the diversity of the Department's workforce and address the Department's succession planning needs, expand post secondary program to include an active Student Career Employment Program (SCEP).
- Pilot and test the Competency Suite/Performance Plus system in OHRM, then O/S, then Department-wide wide to effectively tie employee and organizational competencies and performance to the Balanced Scorecard
- Market the Learning Management System (LMS) Department-wide, customize courses to reflect federal issues, and develop interactive supervisory training
- To invigorate its relationships with educational institutions that can provide the Department a source of highly qualified diverse candidates possessing mission-critical competencies, establish strategic partnerships with 12 minority serving institutions.
- Implement post secondary internship program, including establishing grant authority and implementation
- Develop recruitment and retention plans
- Similar to the Health Unit Contract, in support of the effort to shift the focus of service delivery from process to results, the Workers' Compensation Contract will be transformed to a performance-based contract. Additionally, all long-term workers' compensation cases that have been the responsibility of OHRM staff will be shifted to the contractor and the OHRM resources associated with the long-term case work will be redeployed to front-line customer service work.
- As an conscientious and faithful steward of the taxpayers' money, OHRM will institute a workers' compensation program initiative to controvert appropriate cases
- As an employer of choice -- which is, one that values diversity -- it is essential for the Department to maintain a safe workplace for all its employees, including those with disabilities. Therefore, to ensure the safety of workers in circumstances such as emergency evacuations, the Department will develop and institute an Occupancy Emergency Plan (OEP) for Persons with Special Needs. The OEP's success will then be translated to bureaus throughout the Department.
- As an additional step to ensure a safe and positive work environment, OHRM will institutionalize safety and health awareness programs to raise awareness of accident and workplace hazard prevention throughout the Department.
- Rapidly advance Commerce's position as an employer of choice by emphasizing the inestimable value of workforce diversity. To that end, OHRM will implement the tenets and meet or exceed the goals of the 90-Day High Impact Recruitment and Retention Plan, which will: increase the leadership commitment to diversity,

increase representation, improve overall corporate recruitment, utilize a mid-career recruitment strategy, and introduce Commerce branding.

#### **FY 2006 PROJECTED MILESTONES**

- Implement a comprehensive and standardized safety and health assessment program
  - Compliance Process Tracking System (CPTrack)
  - HCHB Industrial and Administrative Safety and Health Assessments
  - Bureau Occupational Safety and Health Program Oversight

#### **IN PROGRESS AND ONGOING (FY 2005 – FY 2009)**

- To close the leadership competency gap, execute the SES Candidate Development Program, the Executive Leadership Development Program, and the Aspiring Leaders Development Program.
- Evaluate results and feedback from pilot SES Candidate, Executive Leadership, and Aspiring Leaders Development Programs in order to refine future year programs to continually improve quality of applicants and graduates; develop a ready inventory and wider range of developmental assignments with staggered scheduling arrangements to allow for multiple program participants to work the same developmental assignment; improve processes to facilitate better resource utilization within program management; and develop a knowledge base of best practices that can be shared among the programs.
- Establish DOC University as another means to close competency gaps.
- To enhance the diversity of the Department's workforce and further cement its relationships with our diversity partner educational institutions, conduct job fairs at universities across the country.
- Implement the Safety Health and Information System (SHIMS) to enhance workers compensation documentation processing timeliness (a SHARE target), thereby improving customer service by ensuring provision of healthcare to injured and ill workers.

**GOAL: Cultivate an environment that encourages and empowers all departmental human resources employees to become leaders and innovators in the human resources community.**

**IN PROGRESS AND ONGOING (FY 2005 – FY 2009)**

- To raise the profile, level of professionalism and competency base of human resources practitioners, and validate the credentials of the Department's staff, pursue HR Certification for interested staff in OHRM, O/S, then Department-wide
- At the Department level, it is expected and necessary for OHRM staff to serve as referent experts in the full range of HR subject matter. Attendant to this requirement, staff must routinely lead, execute and participate in projects that are of Departmental scope and impact. To enhance the capability to successfully manage these requirements, the OHRM project managers will engage in Project Management Program training and certification opportunities.
- To raise the level of expertise, efficiency and efficacy with which administrative staff GS-2 through GS-8, or equivalent, perform their duties that are supportive of the Office of the Secretary's goals, implement an Administrative and Technical Support Staff/Competency Based Certificate Program
- Disseminate and educate human resources professionals and hiring managers on available hiring programs, staffing flexibilities and new opportunities presented by reforms that are introduced and promote the use of the wide variety of tools available to meet our strategic recruitment and succession planning goals.
- Continue to develop and update web-based information for use by HR professionals, managers, and employees to assist them in accomplishing their respective HR responsibilities and goals.
- Gain recognition as a provider of expert level advice and guidance to bureau/operating unit managers, supervisors, employees, and the Department's HR community on policy and program issues in all functional areas of HR.
- Implement "state of the discipline" solutions via institutionalizing of "best practices" that are then translated into activities throughout the Department's HR community.
- Provide HR professionals and hiring managers with maximum hiring flexibility, in concert with any new reforms that may be enacted, while ensuring merit principles are met including fair and open competition for positions and promotions, and the application of Veteran's Preference.
- Provide expert level information, advice and guidance to ensure the correct exercise of authority, and to meet strategic human capital goals.

## **APPENDIX B**

### **Key FY 2005 Activities**



**GOAL:** Uphold the Department of Commerce mission and take a leadership role in implementing government reforms.

1. Deploy pilot and test Organizational Performance Metrics system (Balanced Scorecard, Surveys, and Alignment with Labor Force) to OHRM, then Office of the Secretary (O/S), then Department-wide.

**Activity and Date:** Test Balanced Scorecard and Surveys within OHRM by 12/30/2004.

2. Develop and implement plans and processes to effectively collect and analyze our performance metrics, in order to ensure OHRM's accountability for its results.

**Activities and Dates:** Analyze OHRM Surveys by 5/31/2005.  
Report findings by 6/30/2005.  
Implement appropriate changes based on findings during FY06.

3. Administer Federal Human Capital Survey, analyze results, and implement programs to address any findings/issues

**Activity and Date:** Administer FHCS during Q1 FY05.  
Analyze results during Q3 FY05.  
Programs to address issues during Q1 FY06.

4. In keeping with the Goals and Initiatives outlined in the Departmental and Office of the Secretary Strategic Information Technology Plans, develop OHRM Information Technology (IT) Architecture and utilize best practices for planning, implementing, and managing OHRM information technology

**Activity and Date:** Obtain CIO approval to operate all current HR automated systems by 9/30/05.

5. Implement and deploy new replacement automated hiring system for COOL Department-wide to increase quality of new hires and improve satisfaction among applicants, managers, and HR professionals.

**Activity and Date:** All HR offices will have the access to post job announcements in the new system by December 1, 2004.

6. The SES recruiting process will be streamlined. This will allow the resources devoted to SES recruitment activities to be redeployed from accomplishment of the administrative aspects of executive recruitment to the value-added functions, such as providing applicant advisory services, Executive Core Qualifications analysis and feedback, etc., and expedite executives' entry on duty.

**Activities and Dates:** Issue SES Streamlining memo by 1/31/05.  
Analyze quarterly reports to evaluate resource savings under streamlined recruitment process.

7. To support implementation of a pay-for-performance system for Senior Executive Service (SES) employees that makes meaningful distinctions based on relative performance, thereby strengthening the link between performance and pay, OHRM will formalize the design of its senior performance management system, request its certification by OPM, and update Executive Personnel Policy Manual to document new requirements.

**Activities and Dates:** Receive provisional certification for senior performance management system by 12/31/04.  
Prepare and submit SES Performance Certification Policy and performance plans to OPM, in pursuit of full certification, by 3/31/05.

8. In support of the effort to shift the focus of service delivery from process to results, the Health Unit Contract will be transformed to a performance-based agreement.

**Activity and Date:** Develop performance metrics for Interagency Agreement with Federal Occupational Health by 3/31/05.

9. Implement the Electronic Human Resources Information system (EHRI) (to be completed by FY 2007).

**Activity and Date:** Three users will have access to test reporting systems by 4/1/05.

10. Meet or exceed all of the Safety, Health, Return to Employment (SHARE), targets, which is a White House initiative.

**Activities and Dates:** Review SHARE data quarterly and brief OSH Council on findings.  
Deploy Workers Compensation Supervisors' Training across DOC throughout FY05.  
Refine Supervisors' Training program for FY06 by 9/30/05.

**11.** To ensure the Department's continuing ability to serve the American public through effective, efficient, and resourceful mission accomplishment, address the ongoing and projected succession needs for leadership positions and help the bureaus in succession planning for mission critical occupations.

**Activity and Date:** Complete the Annual Succession Planning Assessment for Mission Critical Occupations by 9/30/05.

**12.** Unify all bureaus and operating unit safety and health staff to common goals

**Activities and Dates:** Identify and share best practices through quarterly OSH Council meetings.  
Continue facilitation of monthly OSH Corporate Board meetings.

**GOAL:**           **Implement and support human resources policies and practices that create a positive workforce culture and establish the Department of Commerce as an employer of choice.**

**1.** Develop a career counseling function within OHRM to ensure that competency development efforts are responsive to the Department's mission requirements and are harmonious with employees' personal professional goals.

**Activities and Dates:**   Implement Career Counseling Pilot Program by 12/31/04.  
Evaluate program during Q4 FY05.

**2.** To enhance the diversity of the Department's workforce and address the Department's succession planning needs, expand post secondary program to include an active Student Career Employment Program (SCEP).

**Activities and Dates:**   Identify SCEP Program Manager by 6/30/05.  
Develop SCEP Project Plan for FY06 implementation by  
9/30/05.

**3.** Pilot and test the Competency Suite/Performance Plus system in OHRM, then O/S, then Department-wide wide to effectively tie employee and organizational competencies and performance to the Balanced Scorecard.

**Activity and Date:**       Complete and evaluate OHRM Competency Suite Pilot Program by 9/30/05 for prospective implementation OS-wide during FY06.

**4.** Complete deployment of the Learning Management System (LMS) Department-wide, customize courses to reflect federal issues, and develop interactive supervisory training

**Activities and Dates:**   Deploy revised version of the LMS in phases, with full deployment to be completed by the Q3 or Q4 FY05.  
Deliver supervisory training class during Q3 FY05.

**5.** Similar to the Health Unit Contract, in support of the effort to shift the focus of service delivery from process to results, the Workers' Compensation Contract will be transformed to a performance-based contract. Additionally, all long-term workers' compensation cases that have been the responsibility of OHRM staff will be shifted to the contractor and the OHRM resources associated with the long-term case work will be redeployed to front-line customer service work.

**Activity and Date:**       Transfer 75 long-term Workers' Compensation claims to the contractor under a performance-based agreement.

6. As a conscientious and faithful steward of the taxpayers' money, OHRM will institute a workers' compensation program initiative to controvert appropriate cases.

**Activity and Date:** Refine and finalize the Workers' Compensation controversion process by 9/30/05.

7. As an employer of choice, which is one that values diversity, having a safe workplace for all its employees, including those with disabilities is essential. Thus, to ensure the safety of workers in circumstances such as emergency evacuations, the Department will develop and institute an Occupancy Emergency Plan (OEP) for Persons with Special Needs. The OEP's success will then be translated to bureaus throughout the Department.

**Activity and Date:** Finalize OSH draft of OEP for Persons with Special Needs and forward to OSY for inclusion in the latest revision of the HCHB OEP by 12/31/05.

8. Also to ensure a safe and positive work environment, OHRM will institutionalize safety and health awareness programs to raise awareness of accident and workplace hazard prevention throughout the Department.

**Activity and Date:** Coordinate, on a quarterly or more frequent basis, HCHB-wide Safety and Wellness programs.

9. Rapidly advance Commerce's position as an employer of choice by emphasizing the inestimable value of workforce diversity. To that end, OHRM will implement the tenets and meet or exceed the goals of the High Impact Recruitment and Retention Plan, which will: increase the leadership commitment to diversity, increase representation, improve overall corporate recruitment, utilize a mid-career recruitment strategy, and introduce Commerce branding.

**Activities and Dates:** Develop FY05 Recruitment Plan by 11/30/04.  
Evaluate Recruitment Strategies by 6/30/05.

10. Implement a comprehensive and standardized safety and health assessment program.

- Compliance Process Tracking System (CPTrack)
- HCHB Industrial and Administrative Safety and Health Assessments
- Bureau Occupational Safety and Health Program Oversight

**Activities and Dates:** Implement CPTTrack by 9/30/05.  
Complete required HCHB Industrial and Administrative Safety and Health Assessments by 9/30/05.  
Review OSH Programs for four bureaus by 9/30/05.

**11.** To close the leadership competency gap, execute the SES Candidate Development Program, the Executive Leadership Development Program, and the Aspiring Leaders Development Program.

**Activities and dates:** Complete core training for all programs as follows: 1) SES CDP by Q4 FY05; 2) ELDP by Q2 FY05; 3) ALDP by Q2 FY05. Continue mentoring and developmental assignments throughout FY05 and FY06.

**12.** Evaluate results and feedback from pilot SES Candidate, Executive Leadership, and Aspiring Leaders Development Programs in order to refine future year programs to continually improve quality of applicants and graduates; develop a ready inventory and wider range of developmental assignments with staggered scheduling arrangements to allow for multiple program participants to work the same developmental assignment; improve processes to facilitate better resource utilization within program management; and develop a knowledge base of best practices that can be shared among the programs.

**Activity and date:** Develop evaluation instruments, which will consist of both quantitative and qualitative elements, for all three leadership programs by Q2 FY05.

**13.** Implement the Safety Health and Information System (SHIMS) to enhance workers compensation documentation processing timeliness (a SHARE target), thereby improving customer service by ensuring provision of healthcare to injured and ill workers.

**Activities and Dates:** Finalize SHIMS MOU with the Department of Labor by 3/31/05. Commence SHIMS Pilot during Q3 FY05.

**GOAL:**           **Cultivate an environment that encourages and empowers all departmental human resources employees to become leaders and innovators in the human resources community.**

**1.** To raise the profile, level of professionalism and competency base of human resources practitioners, and validate the credentials of the Department's staff, pursue HR Certification for interested staff in OHRM, O/S, then Department-wide

**Activities and dates:** Commence the first class of the pilot during Q2 FY05, for up to 30 attendees.  
Beginning in January 2005, staff of the Office of Policy and Program will pursue HR certification to broaden the knowledge of proficiency and technical HR competencies.

**2.** At the Department level, it is expected and necessary for OHRM staff to serve as referent experts in the full range of HR subject matter. Attendant to this requirement, staff must routinely lead, execute and participate in projects that are of Departmental scope and impact. To enhance the capability to successfully manage these requirements, the OHRM project managers will engage in Project Management Program training and certification opportunities.

**Activity and date:** Provide Project Management training to OHRM project managers during Q2 – Q4 FY05, with options for certification. By August 31, 2005, all program managers in the Office of Policy and Programs will attend Project Management Program Training.

**3.** To raise the level of expertise, efficiency and efficacy with which administrative staff GS-2 through GS-8, or equivalent, perform their duties that are supportive of the Office of the Secretary's goals, implement an Administrative and Technical Support Staff/Competency Based Certificate Program

**Activity and Date:** Commence training for the Administrative Professional Certificate Program during Q2 FY05. It will be a combination of LMS and instructor-led ground-based classes.

**4.** Disseminate and educate human resources professionals and hiring managers on available hiring programs, staffing flexibilities and new opportunities presented by reforms that are introduced and promote the use of the wide variety of tools meeting our strategic recruitment and succession planning goals.

**Activity and Date:** Conduct Recruitment and Staffing Summits in 10/04 and 6/05.

**5.** Provide HR professionals and hiring managers with maximum hiring flexibility, in concert with any new reforms that may be enacted, while ensuring merit principles are met including fair and open competition for positions and promotions, and the application of Veteran's Preference.

**Activities and Dates:** Implement Federal Career Intern Program Pilot Test for Accountants by 1/10/05. Evaluate the program operations on a Bi-monthly basis and recommend improvements.  
Collaborate with the Walter Reed Army Medical Center to actively promote and recruit the hiring of disabled veterans.